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14 April 1953

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MEMORANDUM FOR: Chief, Admin. Staff, Logistics Office

SUBJECT: Working Level Collaboration in the Development of Agency Regulatory Issuances

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1. Agency Regulation prescribes that the initiator of Agency regulatory issuances "shall ensure that proposed issuances are developed with working level collaboration among all who have related or interdependent responsibilities and functions or whose activities or personnel are substantially affected by the proposed issuance". In addition to requiring collaboration, this regulation provides that the Regulations Control Staff shall ensure that formal coordination with Office heads has been accomplished prior to authentication for publication.
2. We are not so much concerned with the technical requirements of this regulation as we are concerned with the psychological and common sense value of engaging in working level collaboration prior to asking for the concurrence of the various Office heads. Working level review or collaboration does not mean prior approval or concurrence. It merely means that offices which will ultimately be affected have had a chance to review the proposed issuance in order that they can point out impractical or unworkable restrictions or procedural requirements in terms of administrative and operational problems actually encountered.
3. It is not necessary that there be agreement between the initiator and the working level reviewing official prior to the formal processing of the regulation for concurrences. However, the prior collaboration should iron out most minor objections and isolate any issues of basic conflict. This will permit, in most cases, the resolution of these issues prior to submission of the final regulation or will permit the pin-pointing of the issues in conflict in the coordination transmittal memorandum together with the arguments of the initiator explaining and supporting the position taken.
4. We do not think it advisable for the Regulations Control Staff to undertake to obtain formal concurrences on issuances until such working level collaboration has been accomplished. In nearly all cases, Office heads find it desirable to circulate materials submitted to them for concurrence to their subordinate offices who are specifically charged with the working aspects of the functions involved. To the extent that these

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officers may have had the opportunity to review proposed issuances during their development, the process of final coordination will be simplified.

5. We believe that this process of working level review will not only result in better regulations but will actually shorten the time required to secure formal concurrences. In this connection, the Office of the Deputy Director (Plans) has specifically requested that administrative regulations not be presented to them for formal concurrence unless prior working level review has taken place. The Deputy Director (Plans) has therefore requested that initiators of regulations contact the Office of the Executive Officer, DD/P, room 1050, L Building, [] in order that one or more selected individuals in the Office of the Deputy Director (Plans) may be designated to review the proposed regulation with the initiator. Similar arrangements may be made with other officers as follows:

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Deputy Director (Intelligence)	[]
Director of Training.....	
Communications.....	
Comptroller.....	
General Counsel.....	
Security Office.....	
Personnel Office.....	
General Services Office.....	
Logistics Office.....	
Medical Office.....	

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/s/

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Special Assistant to the
Deputy Director (Admin.)

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